

EXHIBIT 4

CONFIDENTIAL



International Class No. 41

STATEMENT

TO THE COMMISSIONER OF PATENTS AND TRADEMARKS:

F. KILTEY, INC., BLANCHARD TRAINING AND DEVELOPMENT, INC. AND MANAGEMENT AND EDUCATIONAL DEVELOPMENT, INC., all citizens of the United States of America, doing business-as CENTER FOR LEADERSHIP STUDIES, and located at Escondido, California, are doing business at 230 West 3d Avenue, Escondido, California 92025.

The above identified applicant has adopted and is using the service mark shown in the accompanying drawing for ~~CONDUCTING WORKSHOPS FOR MANAGEMENT DEVELOPMENT TRAINERS, CONSULTANTS, ADMINISTRATORS, AND SUPERVISORS, AMONG OTHERS; TRAINING TRAINERS TO PROVIDE PROGRAMS AND WORKSHOPS FOR THE DEVELOPMENT OF LEADERSHIP SKILLS; CONDUCTING SEMINARS FOR THOSE IN LEADERSHIP AND MANAGEMENT PROFESSIONS; RESEARCH; DESIGNING AND DEVELOPING TRAINING MATERIALS IN SITUATIONAL LEADERSHIP; PUBLICATION OF BOOKS AND ARTICLES FOR THE SCIENTIFIC COMMUNITY. SITUATIONAL LEADERSHIP IS THE APPLICATION OF SITUATIONAL MANAGEMENT TECHNIQUES, METHODS AND THEORIES TO LEADERSHIP, RESULTING IN AN INNOVATIVE APPROACH FOR DEVELOPING LEADERSHIP EFFECTIVENESS AND IMPROVING EMPLOYEE PRODUCTIVITY~~ in International Class 41, and requests that said mark be registered in the United States Patent Office on the ~~Principal~~ ^{Supplemental} Register established by the Act of July 5, 1946.

The service mark was first used in connection with the services February 1, 1967, and first used in the sale or advertising of the services rendered in commerce among the several States which may be lawfully regulated by Congress February 1, 1967, and is now in use in such commerce.

The mark is used by the applicant in advertising and publicizing these services and in diverse other ways, and five (5) specimens showing the mark as actually used are presented herewith.

(11) Applicant hereby appoints DANIEL D. WHITNEY, ESQ., Gallatin & Whitney, 2441 E. Street, San Diego, California 92102, member of the Bar of the State of California, to prosecute this application to register, to transact all business in the Patent Office in connection therewith, and to receive the Certificate.

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DECLARATION

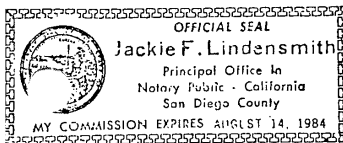
STATE OF CALIFORNIA)
)
 COUNTY OF SAN DIEGO) ss

PAUL HERSEY, being first duly sworn, deposes and says that he is Executive Director of the partnership named in the foregoing Statement, and is authorized to execute this affidavit on behalf of said partners; that he believes said partners to be the owner of the service mark sought to be registered; that to the best of his knowledge and belief no other person, firm, corporation or association has the right to use said service mark in commerce either in the identical form thereof or in such near resemblance thereto as to be likely, when applied to the services of such other person, to cause confusion, or to cause mistake, or to deceive; that the drawing and description truly represent the service mark as actually used in connection with the services; and that the facts set forth in the Statement are true.

By: Paul Hersey

PAUL HERSEY,
 Executive Director

SUBSCRIBED AND SWORN TO before me this 23rd day of October
 _____, 1980.



Jackie F. Lindensmith
 Notary Public

My Commission Expires: August 14, 1984

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Paul HERSEY / Ken BLANCHARD

Situational Leadership

Developing Leadership Skills

Workshops for...
Managers, development trainers...
consultants, leaders, managers...
administrators, supervisors...
and anyone attempting to lead others

and introducing...a new seminar with Marshall Goldsmith...
Performance Planning, Coaching, and Review:
A Situational Approach to Development



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SITUATIONAL LEADERSHIP

Developing Leadership Skills

A successful, innovative approach for developing leadership effectiveness and improving employee productivity

Strategies that can result in:

- Improved performance as a manager and supervisor
- Increased effectiveness as a leader in all types of situations
- The ability to develop appropriate power bases
- Increased employee productivity and motivation

Forget the myth that leaders are "born," never "made."

Effective leadership skills *can* be developed and learned—using the Situational Leadership approach.

This new advance in worker motivation integrates management theories with real-life leadership situations. The concepts apply equally to managers working in all types of organizations.

Participation in these events will provide opportunities to:

- develop an understanding of Situational Leadership theory and personal skills in using the approach
- diagnose different leadership situations and adapt your leadership style
- develop your leadership effectiveness
- improve your performance as a manager and supervisor
- improve employee productivity and increase motivation
- manage your personal and positional power

Note: Either Dr. Paul Hersey or Dr. Ken Blanchard will conduct the Situational Leadership workshops.

Program Outline & Topics

The Leadership Process

Successful vs. Effective Leadership

Situational Leadership Approach

Measuring Effectiveness

Determining Effective Leadership Styles

Leader/Follower Leadership Model

Delegation . . . Feedback . . . Roles . . . Job "Maturity"

Leader's Role in Maximizing Performance

Establishing the Motivating Environment

Building Effective Group Dynamics with Work Groups and Work Teams

The Impact of Leadership on the Management Process

AND . . . the newest addition to Situational Leadership theory and practice . . . the latest research in the use and application of power for leaders

To ensure maximum learning and effectiveness, a variety of Situational Leadership training aids and techniques—including lectures . . . films . . . case studies . . . instruments . . . and simulations—will be used.

Tuition: U.S. \$495 / Canadian \$595

April 23-25, 1980
ATLANTA
with Dr. Paul Hersey
at the Century
Center Hotel
(404) 325-0000

May 14-16, 1980
TORONTO
with Dr. Kenneth Blanchard
Valhalla Inn
(416) 239-2391

June 11-13, 1980
VANCOUVER, B.C.
with Dr. Paul Hersey
site to be announced

July 23-25, 1980
CALGARY
with Dr. Paul Hersey
site to be announced

August 13-15, 1980
CHICAGO
with Dr. Paul Hersey
Marriott, Downtown
(312) 836-0100

Sept. 17-19, 1980
SAN FRANCISCO
with Dr. Paul Hersey
at the Sheraton on
Fisherman's Wharf
(415) 362-5500

See dates for other events on facing page.

October 29-31, 1980
DENVER
with Dr. Paul Hersey
site to be announced
Nov. 12-14, 1980
WASHINGTON, D.C.
with Dr. Paul Hersey
site to be announced
December 3-5, 1980
DALLAS/FT. WORTH
with Dr. Paul Hersey
Dupont Plaza
(214) 748-8161

**SITUATIONAL
LEADERSHIP
CALENDAR**

**Please
Post**

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About the Trainers ...

DR. PAUL HERSEY has helped train over 100,000 supervisors and managers from more than 500 business and industrial organizations. He is known nationally as an educator, trainer, lecturer, and conference leader, and is presently Professor of Organizational Behavior and Management at California American University, Escondido, California. Professor Hersey is regarded as one of the outstanding authorities on training and development. In addition to his teachings, he is a consultant to industrial, government, and military organizations.



DR. KENNETH H. BLANCHARD is professor of leadership and organizational behavior at California American University and co-director (with Paul Hersey) of the Center for Leadership Studies. He is involved nationally and internationally in training administrators and managers in the areas of motivation, leadership, and change. Dr. Blanchard also co-authored *Management of Organizational Behavior* and *The Family Game* with Paul Hersey as well as numerous Situational Leadership training aids and instruments.



DR. MARSHALL GOLDSMITH is an organizational consultant and educator specializing in areas of performance appraisal, leadership, coaching, and management development. As a member of the Center for Leadership Studies, he is involved in a number of projects with Dr. Paul Hersey. Dr. Goldsmith's clients have included major multinational corporations, government organizations, hospitals, and academic institutions. He is currently involved in designing coaching programs for some of the world's largest corporations.

ADVANCED PROGRAM IN SITUATIONAL LEADERSHIP

November 4-7, 1980—SAN DIEGO

with Drs. Paul Hersey, Kenneth H. Blanchard,
and Joseph W. Keilly

A professional development experience for trainers, OD consultants, and managers who have completed the basic Situational Leadership seminar and who wish to focus more intensively on using Situational Leadership theory and materials in their training and work settings.

This advanced program provides an exceptional opportunity to:

- develop a more in-depth, conceptual understanding of the Situational Leadership approach and materials while developing practical strategies for their implementation
- be exposed to several new topics and applications of Situational Leadership that have not been made public before
- participate directly with the key Center for Leadership Studies staff in learning how to apply these practical training and consulting tools.

Tuition: U.S. \$695

*All of the San Diego events will be held at California American University.

Lodging can be obtained at the Escondido Motor Hotel, (714) 747-5000.

NEW

PERFORMANCE PLANNING, COACHING, AND REVIEW:

**A Situational Leadership
Approach to Development**

with Dr. Marshall Goldsmith

May 21-23, 1980—SAN FRANCISCO
at the Holiday Inn, Financial District

August 27-29, 1980—VANCOUVER, B.C.
site to be announced

**A new seminar that integrates Situational
Leadership theory, Management by Objectives,
and the latest appraisal techniques**

Strategies that can result in:

- increased performance as a manager and supervisor ...
- increased employee productivity and motivation ...
- the ability to evaluate subordinates in a fair, legal manner ... a better understanding of the advantages and disadvantages of commonly used appraisal techniques

Forget the myth that there is one "best way" to evaluate performance.

Researchers have spent hundreds of hours trying to determine which system of performance appraisal works best. In this workshop, you will learn that there is no single "best way" to evaluate performance.

You will be exposed to a variety of appraisal techniques and learn to choose the technique (or combination of techniques) that fits your unique work environment. You will also learn how to design an integrative system using the best of MBO and Situational Leadership theory.

Participation in these events will provide opportunities to: Develop an understanding of how to effectively plan for top performance ... understand the legal ramifications in performance appraisal ... analyze performance problems and take appropriate remedial action ... increase your ability to give both positive and negative feedback as indicated by subordinate's performance ... diagnose different coaching situations and adapt your coaching techniques to the situation ... design an ongoing system of appraisal and coaching that fits the needs of your organization.

Tuition: U.S. \$495 / Canadian \$595

Certification program announced

It is now possible to receive a two-year Certification as a qualified Situational Leadership Trainer from the Center for Leadership Studies. To be eligible for certification, you must successfully complete three of the following four programs:

- (1) Situational Leadership (Developing Leadership Skills) seminar
- (2) Advanced Situational Leadership Program
- (3) And either the new Performance Planning, Coaching, and Review seminar or the University Associates workshop on Leadership and Management Training.

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